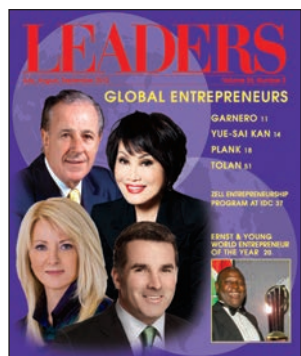


*“Business opportunities are like buses, there’s always another one coming.”*

*— Richard Branson*



## On the Cover

*Addressing the complex nature of globalization requires that companies develop new strategies, rethink organizational structures and responsibilities, build information networks, and embrace diversity and cultural differences.*

*As business leaders have coped with these issues, they have sharpened their entrepreneurial skills and innovative focus.*

*From the early days of Brasilinvest Group, Chairman of the Board, Mario Garnero, was thinking globally: “When I created partnerships*

*with 80 companies from all over the world, I included large companies like Volkswagen and Mercedes, because I felt that having an industrial partner as well as a bank from each country would provide the best opportunity to exchange with them, and for them to have a foot in Brazil in an area in which they were not currently manufacturing.” Garnero refers to the BRIC countries and other emerging regions as “powerhouse nations” and notes “that they are no longer second-class countries; they have to participate in global decisions”.*

*As one of the more recognizable faces in China, Yue-Sai Kan is an Emmy-winning TV producer, best-selling author, and humanitarian. In addition to her many entrepreneurial endeavors, she recently became involved with the Miss Universe China Pageant in order to help promote a softer image of the country. She says, “I can’t think of a better way to showcase the beauty of China than through its beautiful women.” Her focus is also on promoting charity and education and she emphasizes that “beauty is powerful and we can use beauty to affect positive social changes”.*

*As President, Chief Executive Officer, and Chairman of the Board of Under Armour, Inc., Kevin Plank started with a t-shirt and created a truly global sportswear and footwear brand with European headquarters in Amsterdam and an office in Guangzhou, China. “Building out our international team will be a huge focus going forward” and, he notes, “our definition of a global brand is where 50 percent of our revenues come from outside of our home country”.*

*Improving the health care industry is no easy feat, but Mary Tolan is doing just that as Founder and Chief Executive Officer of Accretive Health. Tolan notes that “For the first time in American medicine, outside of a clinical trial, we could have a longitudinal care plan that can be automated and monitored.” Of Accretive, Tolan says, “It’s the beginning of something that is healthy and progressive, and at the heart of what everybody is looking for with accountable care.”*

*With global entrepreneurship so relevant to leadership in business, we are pleased to profile The Zell Entrepreneurship Program at the Interdisciplinary Center (IDC) Herzliya, Israel. This institution of higher education is open to outstanding students who have the ambition and ability to launch entrepreneurial ventures.*

*Additionally, this issue of LEADERS highlights Ernst & Young’s World Entrepreneur of the Year— Dr. James Mwangi of Equity Bank Ltd. in Kenya (shown on the lower right of the cover)— and profiles this year’s country winners.*

*In exclusive interviews that follow, Garnero (page 11), Yue-Sai Kan (page 14), Plank (page 18), and Tolan (page 51), clockwise from top left, highlight the actions necessary to build value from opportunity, as well as their plans for expanding within the global marketplace. ●*

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